

**Regional Industry Clusters of Opportunity Grants
Progress Updates
As of
December 16, 2010**

The Progress Updates in this packet were provided in collaboration with Local Workforce Investment Boards participating in the Regional Industry Clusters of Opportunity Grants.



Green Collar Jobs Council

FACT SHEET

Regional Industry Clusters of Opportunity Grant

The California Workforce Investment Board's (State Board) Sector Strategies approach to bolstering regional economic competitiveness requires the development of regional initiatives that are based upon a data driven analytical framework. In support of this framework, the ***Regional Industry Clusters of Opportunity Grant (RICOG)*** solicitation was developed jointly by the State Board, the California Energy Commission (Energy Commission), the Employment Development Department and the California Economic Strategy Panel (ESP). Approximately, \$2.2 million dollars in funding for the grants comes from the American Recovery and Reinvestment Act (ARRA), Workforce Investment Act Governor's Discretionary 15 percent portion of the federal Workforce Investment Act and Assembly Bill 118, Alternative and Renewable Fuel and Vehicle Technology Program (AB 118).

These grants will bolster regional economic competitiveness by building the capacity of regional collaborations to identify growing industries, undertake strategic planning and leverage public/private resources. The funding available will support the utilization of the Industry Cluster of Opportunity Methodology to develop the data-driven analysis necessary for the formation of relevant regional sector initiatives. The State Board's intent is that the resulting data-driven analyses will serve as the foundation for developing and implementing regional clusters of opportunity strategies, and to involve regional partners in advancing the competitive position of targeted clusters resulting in economic prosperity, and employment opportunities.

Local Workforce Investment Boards (LWIB'S) are participating in four phases of activity:

- ***Clusters of Opportunity Diagnosis:*** Research and analyses of one or more regional cluster of opportunity. This activity should include quantitative cluster research, qualitative value chain analysis, analysis of cluster occupational categories and skill-set requirements and related tasks to develop a firm understanding of a region's transforming economy.
- ***Collaborative Priority-Setting:*** Design and implement a collaborative cluster engagement process based on the results of the research and analyses described above. This activity should engage cluster employers and community stakeholders to identify shared priorities for an overall cluster of opportunity strategy.
- ***Cluster of Opportunity Investment Strategy:*** Identify and connect specific investments and other commitments among local, state, and federal government partners, as well as private firms and industry associations, and non-profit and private foundation partners, and others to advance the competitive position of regionally targeted clusters of opportunity (selected

through the process described above) through workforce and economic development partnerships. This activity should produce an overall strategy with specific organizational commitments and champions organized around shared cluster priorities.

- ***Sustainable Implementation:*** Support the long-term sustainability and growth of regional clusters of opportunity. This activity should produce a set of broader organizational and policy changes to sustain and expand regional cluster of opportunity strategies, as well as a lasting mechanism to support ongoing collaboration among all the partners.

Regional Action Clinics

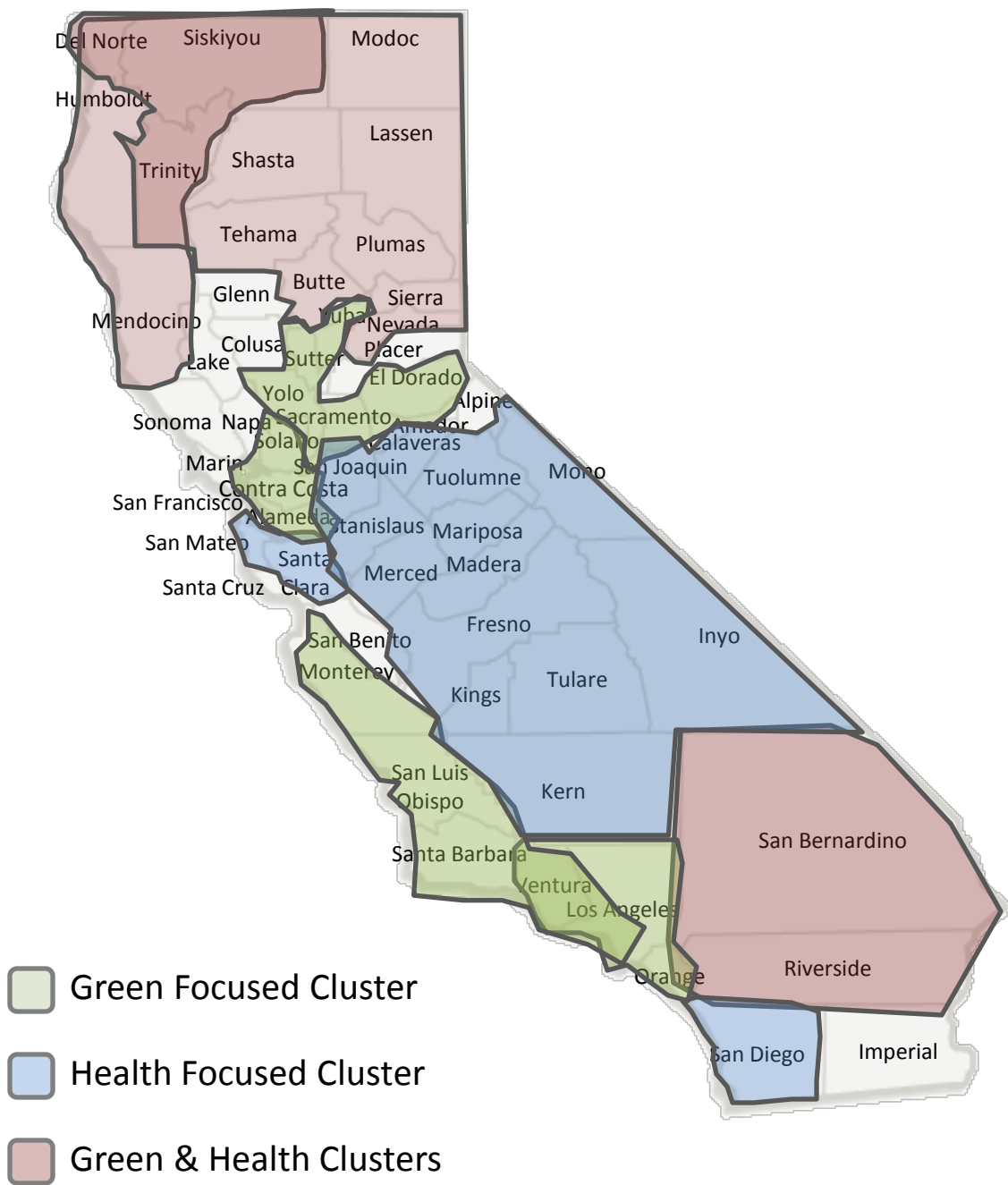
In support of the regional project teams, Action Clinics are being conducted by Collaborative Economics to provide technical assistance to grantees, and serve as a platform to engage local workforce investment boards, businesses, stakeholders and investors to collaborate as they identify their growing industries, undertake strategic planning and leverage public and private resources. Four action clinics will take place from April 2010 to June 2011 to support the four phases of RICOG.

Regional Project Teams

In February 2010, RICOGs were awarded to the following ten Workforce Investment Boards:

- Fresno County Workforce Investment Board – Amador, Calaveras, Fresno, Kern, Kings, Inyo, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tuolumne counties
- Humboldt County Workforce Investment Board – Del Norte, Humboldt, Mendocino, Siskiyou, Trinity counties
- Northern Rural Training and Employment Consortium – Butte, Del Oro, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity counties
- North Valley Job Training Consortium (NOVA) – Santa Clara, San Mateo counties
- Pacific Gateway Workforce Investment Board – Los Angeles, Orange, Ventura counties
- Sacramento Employment Training Agency – El Dorado, Sacramento, Sutter, Yolo, Yuba counties
- San Bernardino County – Riverside, San Bernardino counties
- San Diego Workforce Partnership – San Diego county
- Santa Barbara Workforce Investment Board – Monterey, San Luis Obispo, Santa Barbara, Ventura counties
- Workforce Investment Board of Contra Costa – Alameda, Contra Costa, Solano counties

California Regional Industry Clusters of Opportunity Grants



Regional Industry Clusters of Opportunity Grant-Progress Update
CENTRAL CALIFORNIA WORKFORCE COLLABORATIVE
December 16th. 2010

Industry Sectors: Healthcare

Impact on Jobseekers and Workers

- The San Joaquin Valley will increase opportunities for education and training for high demand jobs via training gap analysis completed by Center of Excellence for high demand healthcare jobs. Outcome will be focused regional effort on developing new training programs to meet training and employment gap – ex: multi-modal imaging or CLS training programs in SJV.

Impact on Employers and Industry

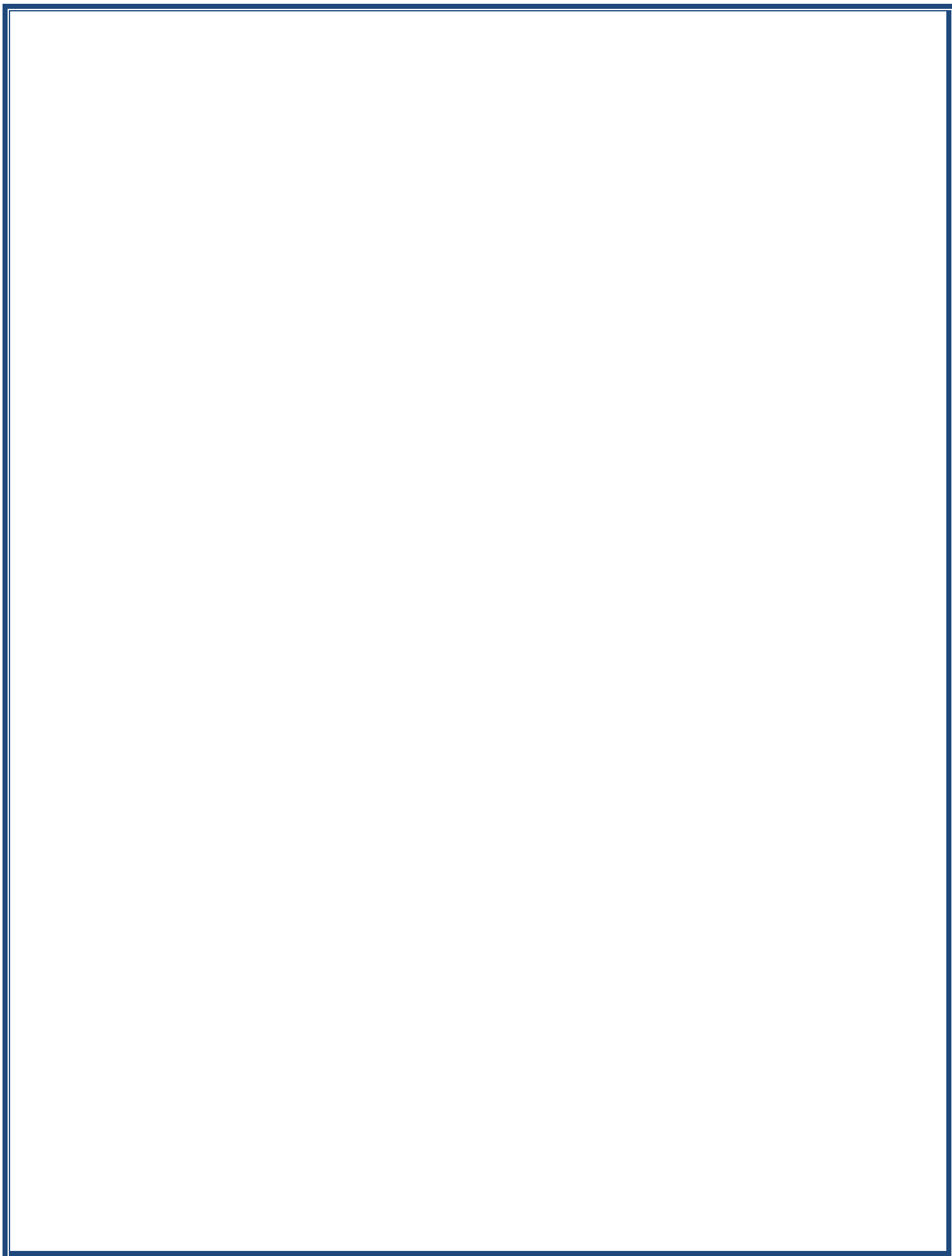
- Reduction of vacancy rates for MD's – via reimbursement for RN's and additional RN's hired based on MD's being utilized for critical care needs. Work with legislature to change current legislation limiting reimbursement for MD's only.

Effectiveness of the Partnership

- Significant workforce and training needs identified and agreed upon (top 3 priorities) across Healthcare Industry/cross industry needs identified – Hospitals, Clinics and Long-term care.
- Development and agreement on targeted regional curriculum based on cross industry agreement.
- Right Partners at the Table – Hospitals represented by the Hospital Council of Northern and Central California (represents 60 Hospitals) , Rural Clinics represented by Central Valley Health Network (represents 13 Rural Clinics), Long Term Care – Golden Living HR Director (has 7 facilities in region) EDC's represented by Central California Economic Development Corporation (8 counties), WIB's represented by Central California Workforce Collaborative (9 WIB's, 14 counties), Education represented by Central Valley Higher Education Consortium (all higher education across 8 counties – includes UC Merced and State Universities and Community Colleges in the 8 counties a total of 24 public and private schools).

Systems Change

- Continue facilitation of cross industry partnership via sustainability plan (H/C employers) and enhanced working collaborative with regional educators, and WIBs. Develop annual survey for continuous feedback from employers via Hospital Council, CVHN and Golden Living.
- Overall Partner agreement on Industry defined critical workforce needs and focused efforts for future grants and other leveraged funding accessed – WIB's , Higher Ed, Employers, etc.



Regional Industry Clusters of Opportunity Grant-Progress Update

SOUTHERN CALIFORNIA GREEN GROWTH INITIATIVE

Greater LA Region
December 16th, 2010



Industry Sectors: Energy Generation (Solar), Green Building & Energy Efficiency, Transportation & Energy Storage and Water & Wastewater

Impact on Jobseekers and Workers

- Cluster planning has helped align resources among participating Workforce Investment Boards, facilitating better services to job seekers and workers in these strategic clusters, which are expected to be growth leaders in the region.
- Areas of incumbent worker training were identified in each cluster. Provision of this training would help retain and build the cluster's competitiveness, helping attract increasing employment opportunities and further stabilizing the employment of existing workers.
- Areas of new training were identified, along with opportunities to tie training opportunities to disenfranchised job sectors and job seekers.
 - Example: *Solar installation firms were in consensus on the need for trained sales consultants, commenting that the next hire would be a sales associate rather than an installer, and that 'one good sales associate could lead to the hire of three installers.'* Further discussion helped define what skills that occupation required, and how to create a pathway to these occupations for graduates of photovoltaic installation programs that were unable to find work as installers. Still further discussion suggested that dislocated workers/job seekers in the home mortgage industry would have the financial background, sales experience, and interest in such positions. A presentation of this work was made to a consortium of community college training deans, was well received, with interest to follow up for possible development.

Impact on Employers and Industry

- Industry leaders and employers have been engaged in helping identify opportunities for growth in each cluster and workforce development areas to help train workers for emerging technologies and strengthen the competitiveness and concentration of regional clusters.
- In each employer engagement session, employers learned of resource available to them through the WIB system. Wage subsidies, On-the-Job Training programs, and other resources were discussed in relation to each sector, with follow up discussion about how these resources can be further aligned to promote job growth in a targeted way.

- Employers identified local impediments to job or sector growth, particularly in those clusters (green building, solar installation, energy efficiency) whose work interfaced with municipal agencies and utilities. Information was collected from employers, evaluated and directed to the appropriate agency. Progress is being monitored.
- In each employer engagement activity, employers met other firms in their industry and report that follow-up conversations have helped solidify the sector.
- Cluster initiatives will extend the impact of existing public resources and programs to ensure they have optimal benefit for regional industries. This is particularly true in sectors such as green building, where programs like Energy Upgrade CA, set to begin in January, may be aided by local sector strategy efforts that ensure residents are aware of the rebates and incentives available to them.

Effectiveness of the Partnership

- This sector strategy is the first to include Workforce Investment Boards of the three-County area that have partnered on a green cluster project. Through this method the three counties have expanded to 11 workforce investment boards (WIBs). These 11 WIBs have dedicated resources, expertise, employer contacts and data to help advance a regional strategy.
- More than 40 representative employers were engaged across four clusters, with dozens more connected through follow-up activity, engagement of representative trade associations, consortiums, and working groups. These small and medium sized businesses are working together to develop mutually beneficial strategies for growth.

Systems Change

- New working partnership among 11 WIBs in Orange, Los Angeles, and Ventura Counties.
- New commitment to working alongside employers to develop strategies and invest resources in realizing them.
- Collaboration among various suppliers and service providers within a sector. Examples include burgeoning partnerships among solar panel and thermal energy providers to establish cross-marketing and development practices. In the area of transportation, discussion was initiated between alternative fuel/energy storage providers about cross-use in their products.
- Integration of conservation and economic/job growth. This has been particularly true in the area of water and wastewater, where efforts are being devised to tie conservation practices and technologies to emerging markets, such as drought-responsive irrigation systems (and required training), green plumbing, and related policies and public consciousness that help drive demand.

Regional Industry Clusters of Opportunity Grant-Progress Update
INLAND EMPIRE
December 16th, 2010

Industry Sectors: Healthcare and Green Logistics/Transportation

Impact on Jobseekers and Workers

- The Regional Industry Clusters of Opportunity (RICO) process has helped the Inland Empire identify economic and workforce development opportunities in Healthcare and Logistics/Transportation clusters.
- The funding has enabled the Inland Empire to engage 2,722 businesses through a two County survey.
- The survey results will help guide and leverage the resources necessary for economic and workforce development needs in the Inland Empire. For instance, through the survey, 2,075 projected job openings were identified. The impact on jobseekers is opportunities for placement services into these identified jobs.

Impact on Employers and Industry

- The employer engagement through the survey has helped the Inland Empire identify 448 businesses anticipated in expanding over the next 12 months.
- The businesses identified will assist in determining the Workforce and Economic Development priorities and requirements. Participation by key stakeholders will help build a cohesive action plan within the Inland Empire.
- There will be follow up focus group based on the survey results. About 300 employers have come back and said they are interested in participating in a regional planning effort for their cluster. This will guide the investment strategies for the future economic development and workforce development in the Inland Empire and reduce the duplication of efforts. Participation of businesses will help government better understand their needs and align resources efficiently.

Effectiveness of the Partnership

- The Inland Empire has identified several key stakeholders including employers, education, business associations, and coalitions that will contribute to the success of regional based strategies.
- The region is currently developing a strategic plan based on the two County survey and focus group results for the Healthcare and Transportation/Logistics clusters. The strategic plan will focus on specific economic and workforce priorities, requirements, strategies, action steps, timelines, and champions.
- New career pathways – Currently there are initiatives to build curriculum around the “jobs of the future”, Healthcare IT, Allied Health, Diesel Mechanics (Retro-fit vehicles per Carb Regs) and Hybrid Car mechanics are some training that is currently being taught or considered as future training.

Systems Change

- Regional based strategies in the Inland Empire will be data driven. Data will be collected from various resources and utilized to create a regional based strategy. The implementation phase of the planning process will assist in development of new and innovative models of economic and workforce development. The process will drive change and create a system that is driven by export-oriented businesses (locally made products sold outside the region, bringing in new dollars), population-driven businesses (that meet market demand) and businesses that offer occupations with career potential.

Regional Industry Clusters of Opportunity Grant-Progress Update
NORTHERN RURAL TRAINING & EMPLOYMENT CONSORTIUM
(NoRTEC)
December 16th, 2010

Industry Sectors: Renewable Energy, Alternative Fuels and Allied Health

Impact on Jobseekers and Workers

- Through the Regional Industry Cluster of Opportunity process, Green Sector workforce needs were identified and the NoRTEC Region (11 Northern California Counties) initiated training that has resulted in:
 - Investment of \$2.4 million in training.
 - 313 individuals trained.
 - 172 entered employment in the clean energy and energy efficiency sector.
- Through a partnership with Northwest Lineman College, that provides lineman training to all major utilities in California, a new Smart Meter/Smart Grid Transmission Line Training program has been implemented with 100 entering the training program. Northwest Lineman has a 95% placement rate for graduates.
- Through Green Sector CEO Roundtable meetings business opportunities were identified for:
 - Retrofitting medium to heavy duty fleet trucks to alternative fuel/propane, which would accelerate reduction of greenhouse gas emission. An application submitted for AB118/EDD funding for training and certification of propane retrofit installation has been submitted.
 - Manufacturers interest in “triple bottom line” production, by creating collaboration with the California State University at Chico for Sustainable Manufacturing Curriculum which will begin in January.
 - Team collaboration with partners, working directly with employers from the CEO Roundtables on new green expansion or production development which will result in 100+ jobs in the region.

Impact on Employers and Industry

- CEO Roundtables identified renewable energy projects/installations and product development as job creation opportunities and an industry that could help transform the North State Economy. The projects/installation and new product development will serve as job creators. Working with companies, local cities and local utilities, the following renewable projects have been started:
 - Five new major renewable energy solar projects, estimated to produce 10 megawatts.
 - Through business/University collaboration identified 5 new renewable energy technologies which are being demonstrated and tested at CleanTech Centers in the North State.
 - Entered into partnership with USDA to conduct a BioMass Utilization study, funded by USDA.
 - Identified and assisting two geothermal projects.

- Initiated Alternative Energy Pilot Outreach project. Teams are meeting directly with manufacturing businesses in the City of Oroville (pilot city) to identify interest and feasibility of installing renewable energy and energy efficiency measures at local manufacturing facilities. To date, 70% of those interviewed are interested in assistance to identify the best alternatives to use for their facility for energy efficiency and/or alternative energy production.
- A subset of Green Sector employers was identified; Alternative Fuel & Vehicles. Work will begin to organize to help firms identify needs and opportunities to growth their businesses while collaborating together on supply chain issues.

Effectiveness of the Partnership

- The project is bringing business, cities and service providers together to work collectively and collaboratively on the needs of industry sectors. All participants see the advantage of working together in understanding the needs of a sector and leveraging resources to bring new opportunities to market. Through this new level of collaboration several projects have been completed:
 - Industry has engaged the discussion and has requested that cooperation and collaboration continue.
 - On behalf of small rural cities, NoRTEC submitted and received an Energy Efficiency Block Grant, (\$270,000), to initiate energy efficiency in low income homes in these communities. The work will use clean energy training graduates will be employed to do this work.
 - A joint application was completed and the region has been awarded designation as a California IHub (Innovation Hub).
 - A collaborative application resulted in funding of a Green Innovation Challenge Grant \$3.5M.
 - Initiating the first “off-campus” Innovation Lab for commercialization in the North State.
 - Launched collaboration with PG&E on their new Green Communities pilot projects.
- These new collaborations have leveraged over \$11 million from all sources for 11 counties.

Systems Change

- The project has helped to drive change in the North State where multiple counties and cities must work as a region to transform an economy that has declining traditional resource-based industries. The WIB and elected official representatives are taking an active part in create a Regional Jobs Agenda for the North State around Clusters of Opportunity.
- In the North State communities, organizations and services providers are collaborating with each other rather than, operating in silos to address the needs of business.

Regional Industry Clusters of Opportunity Grant-Progress Update
GREATER EAST BAY
December 16th, 2010

Industry Sectors: Energy Efficiency, Energy Storage/Generation and Water/Wastewater

Impact on Jobseekers and Workers

- In the East Bay both Clean-Tech and Water Industry Segments have determined a need to develop:
 - Employer-driven workforce training – hands-on technical training.
 - Regional training centers with standards at post secondary level.
 - K-12 pathway programs and high school career academies that offer post secondary industry certification.
 - Career ladders and apprenticeship programs in the clean-tech sector.
- Employment growth will take place for Water/Waste Water Treatment occupations, specifically Water Treatment Processing Operators, as there is a need to access trained workers to replace a retiring workforce. Local Workforce Investment Boards can support this effort by securing grant funding to pay for curriculum development and workforce training.
- Another area of growth is in the installation of Electric Vehicle (EV) Filling Stations. Workforce demand is to be determined.

Effectiveness of the Partnership

- The East Bay region's collaborative planning team meets monthly to regularly engage a diverse collection of Clean-Tech and Water/Waste-Water businesses leaders.
- A strategic plan for the region is underway. Included in the regional strategic plan are innovation cluster objectives, goals, action steps, timelines, resources and champions. They are actively working on an implementation program, and are specifically determining the action steps necessary to achieve set goals and objectives.
- Below are two examples of objectives and associated action steps:
 - **Identify Key Regional Assets** – Prepare a regional asset map to enhance communication; Create a directory of cluster companies in the region; Create a directory of university, national laboratories, and research institutes research activities; Create a clearing house of workforce development/career development/workforce preparation organizations.
 - **Establish Regional Brand Image & Identity** – Create name, logo & tagline; create a regional brand, website, and virtual showcase; look at what similar organizations are doing.

Impact on Employers and Industry

- Employers and industry representatives have had the opportunity to influence the region's economic development plan for their cluster and guide investment of implementation funds by participating in Regional

Clusters meetings. The following are notable areas of concern for employers, and represent areas where the RICOG partnership may have influence:

- Federal, state and local incentives for investment in new technologies.
 - Advocate for the elimination of duplicative regulations.
 - Bring the University to the employers (test labs).
 - Increase awareness of the industry by bringing the Water Innovation Conference to the East Bay Region (including educational conferences, and forums for new technologies).
- Employers are becoming more familiar with existing programs to support their success, and thus are more likely to partner with the local WIB's and economic development organizations when they need support.

Systems Change

- East Bay Collaborative anticipates that through their efforts, community stakeholders will begin to change the way they do business, – expanding their collaborative networks. This will become a normal way of operating for economic development, workforce development, education and training.
- Beginning early 2011 the East Bay team will connect with the local research labs in an effort to help them find places where they might collaborate around commercialization. East Bay's goal would be to help them create a regional platform for collaboration among themselves; but one that also includes the East Bay regional team at the table.

Regional Industry Clusters of Opportunity Grant-Progress Update
NORTH VALLEY JOB TRAINING CONSORTIUM (NOVA)
December 16th, 2010

Industry Sectors: Healthcare and IT (technology enabled healthcare)

Impact on Jobseekers and Workers

- NOVA's cluster planning with local employers has helped identify workforce opportunities at the intersection of Health and IT, specifically technology-enabled healthcare practices and services. To date, areas of growth and training opportunities around emerging companies in medical systems and device engineering, better integration of devices in medical practice for healthcare employers, and the need to train incoming and incumbent workers in new and current devices and technologies have been identified.
- Included in NOVA's planning activities is a thorough study of the sector: including a heavy review of secondary data and a primary survey of over 200 Silicon Valley healthcare employers that includes Health Information Technology needs and skills for incoming and incumbent workers.
- On December 9, 2010, NOVA held a Health Careers Forum with over 140 Bay Area educational and workforce development professionals in attendance. Nova shared key lessons learned from the sector study providing participants with critical information that can be shared with their job seeking customers. A panel of industry experts provided participants with their perspective on employment opportunities in this field.
- The NOVA team advises and collaborates with its stakeholder, Mission College/HWI regarding content of a pilot Health IT training program (funded by a separate Health-IT grant) to help prepare job seekers and incumbent workers for careers in Health IT. The first cohort of 30 students completed their first semester of a 6-month program; the second cohort of 30 will start in January 2011.

Impact on Employers and Industry

- Outreached to more than 70 local businesses. Outreach efforts have resulted in employers becoming more familiar with existing WIB and economic development programs to support their success. As such, they are likely to partner with the local WIBs (NOVA, Work2future, and Peninsula Works) for workforce needs, as well as economic development organizations when they need support.
- Identified specific industry challenges, including economic development funding needs and incumbent worker technology training needs. Working with stakeholders, they are brainstorming industry relevant solutions to the needs identified -- such as leveraging partner relationships, shared virtual simulation labs for training, and creating product demonstration groups, among others. They will jointly look for ways to implement solutions.

Effectiveness of the Partnership

- The NOVA/Silicon Valley Team's collaborative planning effort has engaged a diverse collection of business, educational, economic and workforce development leaders with access to resources that can be leveraged toward our shared (and mutually defined) goals. With a group of 13 engaged stakeholders, as a foundation, they will continue to grow in 2011.

- Developing a strategic plan for the industry cluster to identify strategies, action steps, timelines, and champions relevant to the focus areas. Actively working on cataloguing the existing and needed resources for implementation and expect to have that completed in late spring 2011.
- Working on identifying, and securing new funding as well as leveraging current funding to implement action plans once finalized.

Systems Change

- Collaboration with stakeholders has led to identification of policy specific issues around device classifications which hinder new business growth and will address courses of action will be articulated in the strategic plan.
- Through burgeoning stakeholder partnerships, NOVA/Silicon Valley is developing new networks that will enhance effectiveness and leverage business resources.

Regional Industry Clusters of Opportunity Grant-Progress Update
REDWOOD COAST-Targets of Opportunity
December 16th, 2010

Industry Sectors: Diversified Healthcare, Building and Construction, Specialty Agriculture, Food and Beverages; Management Innovation Services.

Impact on Jobseekers and Workers

- Training for new career pathways – 100 youth and 100 adults trained in renewable energy and green construction trades.
- Hands on work experience in home energy improvement projects.
- Hands on work experience rehabilitation and greening of historic building.
- Training program for health IT workforce.

Impact on Employers and Industry

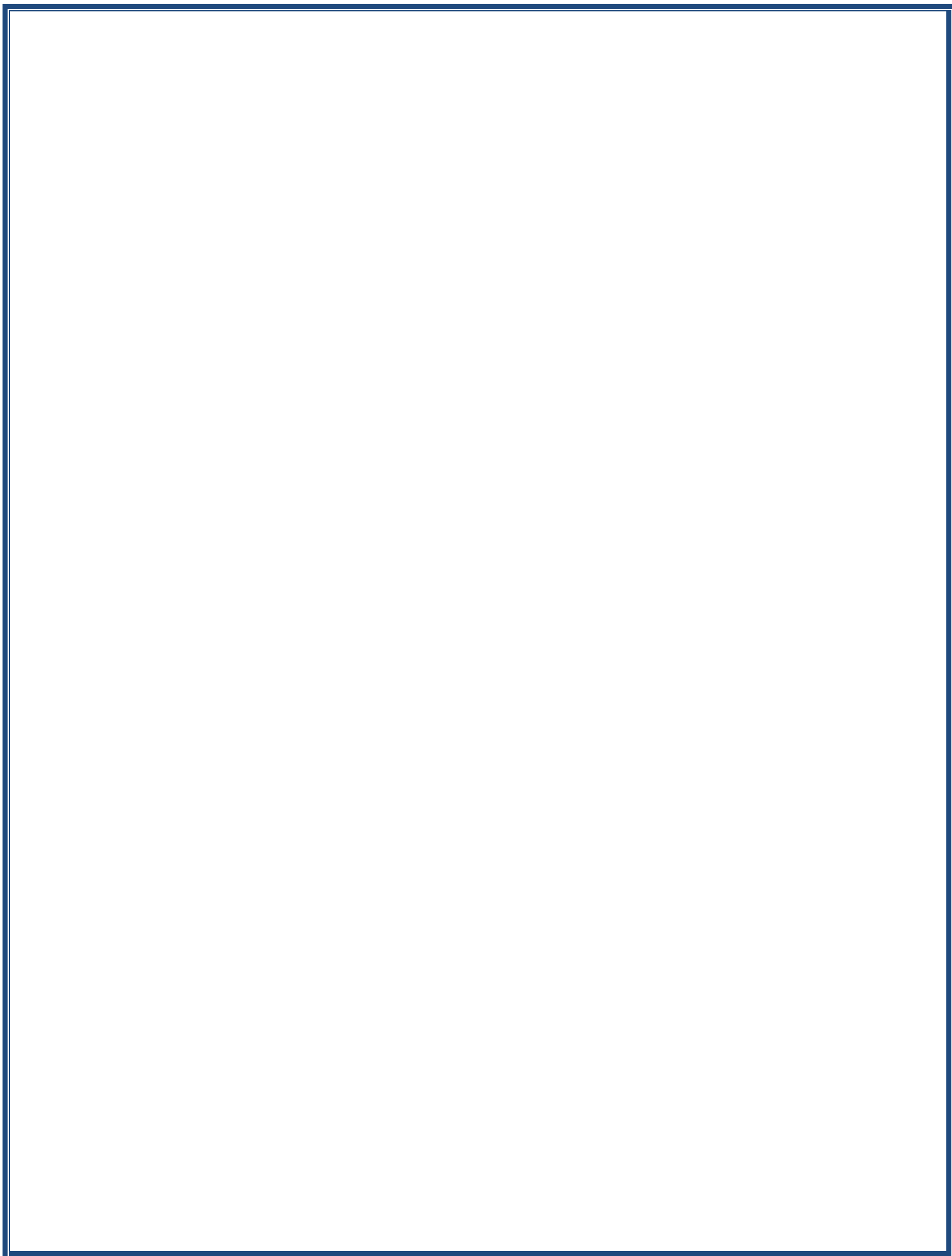
- Management Innovation Services: An emerging cluster that is beginning to recognize themselves as a cluster. Acknowledging one another as having similar problems/struggles despite differences.
- Health, Specialty Agriculture and Construction: Additional participants being added to the mix of original businesses. Fresh ideas from new participants. Acceptance of un-traditional members of these groups.
- Demonstration project designed to generate demand for home energy improvements and provide hands-on work experience.
- Aquaculture Park for processing oysters from multiple small growers.
- Marketing and branding assistance expanding exports.
- RFP training and clearing house to promote hiring local and exporting talent.

Effectiveness of the Partnership

- Multiple players collaborating to meet business needs.
- Business collaborating to address business needs where scale is beyond individual resources.
- Several business members attended meeting outside their cluster, cross cluster connections being made.

Systems Change

- Industry plans leading to new Comprehensive Economic Development Strategy.
- Integrate cluster feedback into Humboldt County Office of Education's Decade of Difference Program (a pre K-12 system change program to increase local graduation rates and make connections to entrepreneurs and local business).
- Integrate cluster and youth feedback into WIA youth programs to allow the maximum exposure to business.



Regional Industry Clusters of Opportunity Grant-Progress Update
SACRAMENTO EMPLOYMENT & TRAINING AGENCY (SETA)
December 16th, 2010

Industry Sectors: Clean Energy, Energy Efficiency, Clean Transportation and Green Building

Impact on Jobseekers and Workers

- Sacramento Employment Training Agency's cluster planning with local employers has helped identify workforce development opportunities within the clean tech cluster, and is helping guide the investment of current and future training resources. Specifically, identified employment growth potential in four main areas: green building and energy retrofitting, energy efficiency, alternative fuels and transportation, and renewable energy development (especially the solar industry).
- The regional partnering provided wage subsidies and training for Solar Installers, SMARTGrid Meter Installers, and Home Energy Raters.

Effectiveness of the Partnership

- The Sacramento region's collaborative planning effort regularly engages a diverse collection of business, economic and workforce development leaders who have the authority to assign resources toward their regionally shared goals.
- The region has developed a strategic plan for the industry cluster that identifies focus areas, strategies, action steps, timelines, and champions. They are actively working on cataloguing the existing and needed resources for implementation and expect to have that completed in early 2011.
- Working on securing some new funding to implement action plans:
 - Valley Vision is partnering with Energy Upgrade California (from the CEC) to support regional efforts to grow the green building sector by connecting building owners to incentives and information resources (new funding will be available in 2011).
 - SETA is partnering with Golden Sierra and NORTEC to apply for funding to train incumbent workers HERS II and BPI certification.
 - SETA is partnering with American River College, SMUD and PG&E to certify incumbent workers in Alternative Vehicle and Fuel Technology.

Impact on Employers and Industry

- Employers and industry representatives have had the opportunity to influence the region's economic development plan for their cluster, and guide investment of implementation funds by participating in Regional Clusters meetings.
- Employers are more familiar with existing programs to support their success, and are more likely to partner with the local WIBs and economic development organizations when they need support.

Systems Change

- In the Sacramento region collaboration amongst the workforce and economic development partners has become the new norm—efforts are interconnected to boost effectiveness and to save resources.
- SETA expects that the implementation phase of the Regional Clusters planning work will also produce changes in local policies to better support the industry in the future.

Regional Industry Clusters of Opportunity Grant-Progress Update
WORKFORCE COLLABORATIVE of CALIFORNIA'S CENTRAL COAST
(WCCC)
December 16th, 2010

Industry Sectors: Green Building & Design, Agriculture, and Tourism

Impact on Jobseekers and Workers

- WCCC region is building the partnership and aligning the services of local/regional educational institutions and the employment and training system to deliver mutual benefits to industry and jobseekers. Particular attention in the Central Coast will be paid to connecting local institutions existing strengths with the regional economic drivers.

Impact on Employers and Industry

- The collaboration will develop criteria for high quality development.
- Support projects that meet these criteria at public meetings.
- Conduct a campaign to educate general public on the connection between quality development and economic vitality.
- Create an infrastructure planning and financing team to identify needs and strategies to fund infrastructure improvements, including a standing advisory committee to the Counties Board of Supervisors.
- Promote rezoning of land in the Counties for housing as part of the Land Use Element Update that is currently in progress.
- Encourage analysis of economic impacts of projects and policies in the Counties and consistency with the Economic Element of the General Plan.
- Increase in support for the cluster among local residents and public officials due to better understanding of the cluster's multiple benefits (e.g., quality of life amenities for residents and talent for other industry clusters, tourist spending that helps fund local jurisdictions, job creation).
- Increase in supportive policies in local jurisdictions and alignment across government agencies (e.g., water resource planning for agriculture, permitting that enables value-added wine industry investment, ordinances that enable ag-tourism and local sales, and land use planning to promote value-added agriculture such as olive oil, you-pick farms, cheese, etc.)
- Increase in events with local interest marketed outside the area, resulting in more people traveling to the Counties and more local residents venturing outside their immediate community to participate.

- Increase in packaging of multiple specialties into unique Central Coast experiences (e.g., connecting wine, food, entertainment, cultural, educational, environmental, recreational assets in different combinations).

Effectiveness of the Partnership

- Over 100 employers in the northern counties of the collaborative (Monterey and San Luis Obispo) within the defined sectors have been convened and **have** identified the most promising opportunities for growth.
- Cluster action plans, including specific strategies, measurable outcomes and immediate actions have been created. These action plans address growth opportunities in target markets, platform technology innovations, corresponding human capital needs, and public policy issues/opportunities that could impede or speed growth.
- In the respective counties, economic and workforce development are working together to provide implementation support to the identified three sector teams.

Systems Change

- The regional engagement of over 100 combined employers in the Green Building and Design, Agriculture and Tourism sectors, in the northern counties of the collaborative (Monterey and San Luis Obispo) has suggested that to increase the opportunities for education and training for demand occupations that a comprehensive regional needs assessment must first be conducted. Planning is underway for that initiative to launch in January 2011. The project will support a research and planning process that will explain the nature of this gap, and identify action steps and linkages to bridge that gap within the region. This research will become the foundation for the creation of an integrated Career Ladder/Lattice across each of the aforementioned sectors and will position the LWIBs to lead a collaborative that effectively identifies additional stakeholders and resources for continued development.
- Using the Regional Industry Cluster process the Workforce Collaborative of California's Central Coast (WCCC) plans to:
 - **Create a business-led Quality Development Coalition** of leaders and employees of cluster and other businesses, and other community partners. Coalition would also provide individuals to participate and work with the Counties' Process Improvement Committees, which will examine public processes and develop specific changes to improve process efficiency.
 - **Launch a unified, region wide branding and marketing campaign** that (1) inventories the full range of cluster specialties, (2) promotes the concept of the "Central Coast Experience" by describing and connecting diverse assets, and (3) supports collaborative events that showcase the region's assets.
 - **Launch a parallel awareness campaign** that educates five groups (general public, policymakers, other clusters, potential opponents, our own employees) about the value of the cluster to the region's economic vitality and quality of life.
 - **Promote local policy changes that support individual specialties and combinations of specialties**, including (1) less restrictive rules on events and local sales to promote Ag-tourism, and (2) more flexibility for value-added improvements including Ag processing and winery development.

Regional Industry Clusters of Opportunity Grant-Progress Update
SAN DIEGO WORKFORCE PARTNERSHIP
December 16th, 2010

Industry Sectors: Healthcare and Information Technology (Convergence)

Impact on Jobseekers and Workers

- San Diego's initial data collection activities (e.g., executive interviews) with leaders of organizations which are major employers in the region have helped identify a number of workforce development opportunities within the HIT cluster across the employment spectrum. Examples of some of these predicted opportunities (with appropriate training and education)
 - For those at the entry level include: medical coders, call center staff and home health related support.
 - Opportunities for those with more experience and training/education include: engineering, software development and design technicians; programmers; database managers; Network technicians and engineers (especially with wireless tech expertise); coaches for new users
 - Opportunities for highly skilled or experienced employees include: Chief Medical Information Officers, Informatics Specialists, and Behavior Analysts and Behavior Influencers.
- The data will also influence the development of current and future training programs and resources to prepare the workforce for these new and growing opportunities.

Impact on Employers and Industry

- Employers and industry representatives have had and will continue to have the opportunity to influence the region's economic development plan for the HIT cluster, and guide investment of implementation funds through multiple channels: leadership participation in executive interviews, participation in a broad-based survey of hiring managers and HR leaders, participation in regular meetings, representation in cluster industry roundtables, etc.
- Employers are increasingly engaged in the shared goals of workforce and economic development in the HIT cluster to support the success of their organization and of the community at large. The local WIBs and economic development organizations leadership in this area establishes them as key partners to area business in this growth opportunity.

Effectiveness of the Partnership

- The San Diego region's collaborative planning effort regularly engages a diverse and influential group of business, economic and workforce development leaders who have a demonstrated commitment to providing resources and support toward achieving our shared goals.
- In early 2011, region will convene industry coalition groups, including sectors likely to be significant contributors to San Diego's HIT cluster's growth such as IT services, life sciences, healthcare, hardware, and wireless technologies. These ongoing, collaborative work groups will help drive development of a comprehensive regional strategic assessment of the intersection between Healthcare, IT & Workforce Development in San Diego.

- Community colleges have already been actively engaged in understanding the needs of the target population and leverage their current work in HIT program development.

Systems Change

- The growing regional collaboration developing from the teams efforts to gather information and facilitate communication is breaking down barriers between sectors previously perceived as independent (such as healthcare and IT) and will enable the HIT cluster to flourish in San Diego, in terms of workforce readiness and support consistent with business/economic growth.
- Region intends to leverage current Regional Clusters planning work to produce changes in local policies to better support the HIT industry in region.
- Locally, there are community based organizations, community colleges, and out-of-school youth meeting to discuss pathways within HIT for the disadvantaged students and job seekers. This effort grew directly out of a RICOG-initiated HIT forum at National University in September. The group is planning systems changing engagement with the WIA system, the Community College system and specific local academic enrichment programs through the K-12 system.

**Ten Regional Industry Cluster teams:
Industry Clusters identified as of November 2010**

Team	Lead WIB	Email	Counties	Targeted Clusters of Opportunity
*Workforce Collaborative of California's Central Coast (WCCC)	Nick Schultz San Luis Obispo WIB Office: (805) 781-1833	nschultz@co.slo.ca.us	Monterey, San Luis Obispo, Santa Barbara, Ventura	Green Building & Design; Agriculture; Tourism
*Southern California Growth Initiative	Bryan Rodgers Pacific Gateway WIB Office: (562) 570-3701	bryan.rodgers@longbeach.gov	Los Angeles, Orange, Ventura	Energy Efficiency/Green Building; Alternative Transportation/Fuels/Energy Storage; Water-Waste Water
*Inland Empire	Nick Demartz San Bernardino WIB Office: (909) 387-9841	ndemartz@wdd.sbcounty.gov	Riverside, San Bernardino	Green logistics (including alternative transportation and fuels); Health Services
*Northern Rural Training and Employment Consortium (NoRTEC)	Stewart Knox NoRTEC WIB Office: (530) 892-9600	sknox@ncen.org	Butte, Del Oro, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, Trinity	Renewable Energy/Alternative Fuels; Allied Health
Greater East Bay	Stephen Baiter Contra Costa WIB Office: (925) 602-6820	sbaiter@ehsd.cccounty.us	Alameda, Contra Costa, Solano	Energy Efficiency (particularly products); Energy Generation/Energy Storage; Water/Wastewater
North Valley Job Training Consortium (NOVA)	Kari Simpson NOVA WIB Office: (408) 730-7671	ksimpson@novaworks.org	Santa Clara, San Mateo	Health and IT (Convergence)
Redwood Coast Targets of Opportunity	Jacqueline Debets Humboldt WIB Office: (707) 445-7747	debets@co.humboldt.ca.us	Del Norte, Humboldt, Mendocino, Siskiyou, Trinity	Specialty Agriculture; Food and Beverages; Building and Construction; Management Innovation Services; Diversified Healthcare
Sacramento Employment Training Agency (SETA)	Robin Purdy SETA WIB Office: (916) 263-3860	robin@delpaso.seta.net	El Dorado, Sacramento, Sutter, Yolo, Yuba	Clean Energy; Energy Efficiency; Clean Transportation; Green Building
San Diego Workforce Partnership	Chuck Flacks San Diego WIB Office: (619) 228- 2935	chuckf@workforce.org	San Diego	Health and IT (Convergence)
Central California Workforce Collaborative	Pam Lassetter Fresno WIB Office: (559) 490-7132	plassetter@workforce-connection.com	Amador, Calaveras, Fresno, Kern, Kings, Inyo, Madera, Mariposa, Merced, Mono, San Joaquin, Stanislaus, Tulare, Tuolumne	Healthcare

*Regional Clusters that also include funding from The California Energy Commission's Alternative and Renewable Fuel and Vehicle Technology Program (AB118).

--Intentionally left blank--



P.O. BOX 826880 SACRAMENTO, CA 94280-0001 (916) 324-3425 www.cwib.ca.gov